

**THE THOMAS JEFFERSON PROGRAM IN PUBLIC POLICY  
THE COLLEGE OF WILLIAM & MARY  
WILLIAMSBURG, VA**

**November 2008**

**TO: MEMBERS TJPPP ADVISORY BOARD (BOA)**

**SUBJ: SUMMARY REPORT: ADVISORY BOARD MEETING ON CAMPUS**

**EXECUTIVE SUMMARY**

- O The next BOA Session will be held on Wed. April 29, 2009 in D.C.**
- O W&M President Reveley discussed his support of public policy, the state of the College, requested Advisor input into the evolving W&M Strategic Plan, and posed a new W&M financial model for an era of adversity.**
- O Dir. Jensen and colleagues reviewed the State of the Program plus new and pending initiatives e.g. a five-year MPP degree for selected W&M undergrad students, the expanding public policy popularity among undergraduates, and the concept of a Certificate opportunity for executive education in public policy. Much of the recent Program momentum and quality improvement are due to enhanced Advisor support, financial and non-financial.**
- O Advisor discussions were lively and constructive. They requested and subsequently received, along with non-attending Advisors, guidance on the means to respond to President Reveley's request for Strategic Plan inputs. They determined that the current number (35) of Advisors is about right. Two or three new Advisors will be needed next year to make up for attrition. Propose candidates to Chair Ted Normand [enormand@BSFLLP.com](mailto:enormand@BSFLLP.com) and/or Holly Vineyard [holly\\_vineyard@ita.gov](mailto:holly_vineyard@ita.gov)**
- O Development - Outgoing Chair Gowing announced that in view of anticipated W&M budget cutbacks, the BOA goal for FY2009 is \$183k of which \$42k remains to be raised. Advisors not yet "in" need to do so. The new Chair is Doug Cook.**
- O Advisor checks for CY2008/FY 2009 &M should be made payable to "The College of William & Mary Foundation" with the phrase "TJPPP Support Fund (#2918) on the memo line. The mailing address is Arts & Sciences Development Office, The College of William & Mary, James Blair Hall, POB 8795, Williamsburg VA. 23187**

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**ADVISOR NOTES**

The BOA welcomed new Advisor John Gray and the new President of the TJ Alumni Assn., Amanda Curry Brown. Reappointments included Advisors Cook, Gowing, Hartwick, Iovino, Pommerening, Robb and Wheary. Retirements included Bobb, Stohner and Purdy. Ted Normand and Doug Cook succeeded Borelli and Gowing as respective Chairs of the Nomination and Development committees.

The Advisor attendance of eighteen included Baum, Blair, Borrelli, Brown, Carpenter, Fritts, Gowing, Gray, Iovino, Macauley, Mann, Nash, Normand, Oxenford, Paladeau, Rodenberg, Trice and Vineyard.

W&M President Taylor Reveley, A&S Undergraduate Dean Sue Peterson and A&S Development Dir. Andrew Barry and Assoc. Dir Pam Sandeson attended from the College.

TJPPP participants included Director Jensen, Assoc. Dir. McBeth, Schroeder Center for Health Care Policy Director Rossiter, Coordinators Evans and Gilmour (to be succeeded by Stafford, Sr. Fellow Fritts, office manager Grosse and senior secretary Correll.

**PUBLIC POLICY & THE COLLEGE**

President Reveley's remarks focused on rubrics covering the TJ program, the College, the W&M Strategic Plan, and a "new financial model."

**TJ Program** - He's "fond" of the TJ Program from knowing it as Law Dean. He's thus "among the converted" in supporting public policy and "recognizes its potential to deliver professional goods". The TJ Program also demonstrates a "best opportunity" to "lead the interdisciplinary approach in a much needed way" as evidenced by its joint approaches with Law, Business, Education and VIMS. There are "new hopes for potential" via the proposed new five year BA-MPP initiative.

The innovative approach is appealing as it could lessen student costs an era of rising tuitions coupled with a national recession. Aware of the proposal's tortuous path in gaining A&S approval, he noted wryly that academic communities "are resistant to change" and sometimes find new approaches "not socially acceptable". Moving public policy forward to "take off" will require financial "fuel" which is and will be in short supply.

The College – He reviewed W&M history within the context of 2008 being the 90<sup>th</sup> anniversary of William and Mary becoming the first university in Virginia to accept women. Referring indirectly to his predecessor's departure, he noted that the College generally "held together" and coalesced through "relationships of deep loyalty, commitment, trust and affection". Some work remains to be done, but academically, the College is in good efficient shape with a fine student body, quality faculty, and an explosion of campus construction (the state is supportive on infrastructure).

Strategic Plan (SP) – He stressed the importance of a new Strategic Plan, after a 15 year lapse. The target completion date is April 2009. He's "committed to the widest deepest inputs" from the W&M community, including members of leadership boards. The SP will be inclusive and concise, reshape the budget process, and be updated frequently. He would particularly welcome comments on what constitutes the College "essence" -- "Can that be done in ten words by each of you here?" and "How best can that essence be retained, promoted and mobilized?"

New Financial Model - He reviewed the role of the Commonwealth since 1906 when a broke College exchanged its real estate for the promise of State operational support. Over the past decade, that support has declined from 40% to 18% and will be less after the mid-December state cut. National and state financial/economic data and trends are clear: further declines. The "only College alternative is to recast our financial model." The future is bleak. The College "must build" its private financial base where it lags woefully behind its peers not only in totals, but in breadth of alumni support. Only 20% of W&M alumni donate to the Annual Fund; not even \$100. Our peers rank at 80% or more. Part of the W&M lack may be an alumni inherited attitude that it's the state's responsibility to provide. But it's clear the state is not going to support higher education as in the past. The W&M "cultural mindset must change." W&M will, at the governor's request, not increase tuition at mid-semester, but will need to do so next year. A major new endowment campaign is being planned, but will be launched in a daunting philanthropic climate.

Thus, the College must find new vehicles, messages and technologies to persuade alumni and, most importantly, "instill (supportive) alumni passion." For example, in-state alums did not pay the full price of their education. The College needs now to convince them to recognize obligations to give back to what enabled them to succeed. More ideas are needed. The goal is "change for the better."

**Board Comments** - Advisors queried budget particulars, opined about public policy as the College “essence”, noted that relatively small donations (such as our Leadership Circle three-year \$10,000 commitments) can have disproportionate impact, and that Advisors “need to get into” the Strategic Plan (see concluding Board Discussion). In response to a query from Joe Nash on how the interdisciplinary nature of the Jefferson Program would be handled in the planning process, the president stated that concerns should be made known in writing to the Planning Steering Committee. Alice Borrelli asked what we had of market value, and the President suggested as one example that short courses, priced at market value and drawing on our existing expertise, would be of interest.

## **PROGRAM REVIEW & DISCUSSION**

**Assoc. Dir. McBeth** highlighted a summary of TJ Classes 2008, 2009 & 2010. Of special interest statistically, our Program is not as “small” as normally perceived. Our full (25) entering MPP 2010 Class 2010 is 15% of entering W&M Arts & Sciences grad students and larger than that of several departments. The undergrad component is also rising rapidly (see below). Two of our combined degree MPP/JD students graduated in June in the top five of the Law School. The 2009 Class internships spanned Federal and local governments, not-for-profits and the private sectors. We thank those Advisors who hired, mentored and facilitated. The 2010 Class comes from over twenty quality schools, including two in China and one in Germany. We continue to adjust recruiting techniques to the market, including a forthcoming test trial on regional National Public Radio.

**Undergrad Coordinator Evans** briefly reviewed initiatives to incorporate undergrad public policy students of diverse departments into a cohesive public policy identity via practical techniques such as assistance to graduate client research projects and exposure to special speakers, such as FBI Director Mueller. The undergrad public policy major is growing in campus popularity. It now has more students (80) than our graduate program at full complement (50).

**Graduate Coordinator Gilmour** was thanked for his five year stint. He’ll be succeeded by Verkuil Professor of Economics and Public Policy, **Sarah Stafford**. She’ll continue the real world “Friday in Washington” seminars in which Advisors often participate.

**Schroeder Center Dir. Rossiter** referred to a list of its recent successes. The list included nearly \$500k in grants plus research projects and pending proposals as coordinator/host of symposia, conferences and briefings.

**TJ Dir Eric Jensen** noted his Annual Report had been provided in advance. He thus drew Advisor attention to an internal incomplete TJ analysis of competing MPP programs at peer institutions. Information on certificate programs was an important part of the document. It’s “heartening to see that we’re doing well in

building our brand”, as evidenced also in top quality students, some of them wooed away from competitors. Jensen noted the key role of BOA support. Discussions on potential “Green Audits” continue with several large firms. The Trice Fellow program is moving forward academically. The “last piece” should be in place soon.

Re the TJ Budget, Jensen noted the increasing challenge of current and future cuts in College resources. In that regard, he thanked the Board for its previous support which has enabled the Program to attain its current success. As noted by President Reveley, CY/FY 2009 will be a crunch.

## STUDENT PANEL AND RESEARCH PROJECTS

New Student Panel “Why I Chose TJ” – Four students gave their rationale for selecting TJ as their MPP program of choice. While financial issues were, of course, key, other considerations such as referrals, the W&M reputation, TJ curriculum, classmate quality, job prospects etc. also played roles. Advisors zeroed in on first impressions which induced several, such as tech infrastructure.

Research Presentations – As usual, the student research presentations on underway projects contracted by “real world” clients showcased the TJ MPP “product”. As always, Advisors were impressed with the talent while critiquing constructively.

## BOARD COMMITTEE REPORTS

TJ Alumni Assn – President Brown outlined their welcome initiative to establish a TJ Alumni Assn. Fund for MPP Student Support funded by the now more than 300 Program alumni. Individual donations would realistically be modest given that the first graduates are only a bit more than a decade into their professional lives. The advisors warmly welcomed the prospective effort.

Development – Outgoing Chair Gowing (to be succeeded by Cook) distributed an annotated photo report. She first gave the Good News – In FY 2008 the BOA raised over \$97k from 24 Advisors (compared to 11 in FY 2007). The Bad News is that the state is expected to reduce its W&M funding this fiscal year by 7%. The Development Committee has thus increased the FY 2009 goal by 7% to \$183,814 of which \$41,814 remains to be raised by June 30, 2009.

She called on Advisors to make major individual named commitments (such as Trice and Verkuil have done), join the Leadership Circle (\$10k annually for three years), or provide the normal annual \$1500 commitment (or more) while increasing Advisor participation to more than the 64% of last year. Gowing was applauded for her energetic efforts and will remain on the committee.

Nominations – Chair Normand requested Advisor efforts to recruit colleagues. In the ensuing discussion, the group felt the current total number of

thirty-plus Advisors is about right. Given attrition in the roll-over of three year terms, two to three new Advisors are needed annually. Ted's email is [enormand@BSFLLP.com](mailto:enormand@BSFLLP.com) Holly Vineyard is a committee member.

## CONCLUDING BOARD DISCUSSION

The discussion developed three topics:

- **The Strategic Plan** – Advisors expressed concerns on how to ensure that the Strategic Plan would be sensitive to and incorporate the special features of the Program. Jensen/Fritts will be touch in quickly on the means to do so.
- **Certification:** The advisors further brainstormed a Jensen concept of expanding a type of de facto Executive Public Policy Program within a restricted curriculum that would produce “Certificate” status. Such an approach could generate funds and tap into both the military market and a possible growth market as laid off executives seek to upgrade their marketability in a recession.
- **Jamestown 400th** – Mann raised the prospect of a Jamestown Legacy citizen exchange project on democracy with foreign minority communities combining Jamestown 400 archives and its good offices with W&M (TJ) and Colonial Williamsburg expertise and resources. He would provide Advisors with details and request ideas and suggestions.

**Bob Fritts**  
**BOA Executive Coordinator**